



St. Helens 2020





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Vision

To provide quality, effective and efficient service to our community.

Mission

- Develop and preserve the highest possible quality of life for residents, businesses, and visitors.
- Provide a safe and healthy environment within a sound economic framework.
- Provide leadership which is open and responsive to the needs of the community and works for the benefit of all.

Goals

- Effective and efficient organization
- Community and civic engagement
- Livable and safe community
- Economic development
- Long-term planning



Executive Summary

We are pleased to present the 2020-2021 City of St. Helens Strategic Workplan. This plan is the result of a series of organizational development workshops, community input and a deeper look at how we can best serve all residents of our city. Through this process, our Council has taken the City's vision and mission to heart, evaluated our goal areas and, in this time of great opportunity, is looking strategically to our future.

About this plan: This annual effort began in 2005 with the development and adoption of a Strategic Plan (Adopted December 2005, Resolution 1417). This workplan adheres to the vision of that first plan and strives to meet that same need: to determine if our City government is structured and working in the best possible manner, to meet the needs of the community and to provide Council and staff a "report card" on how we are doing in leading and serving the City. The work 15 years ago defined the mission of the City which sets our core reason for serving.

Our city is growing rapidly. We have welcomed 2,410 new neighbors since our last strategic plan 15 years ago. Today we serve close to 14,000 residents and are poised to grow rapidly in the next decade. This plan serves as a road map to meet today's needs and lays a strong foundation for the future in service to you, our residents. This plan will guide the work in core goal areas: effective and efficient organization, community and civic engagement, livable and safe community, economic development and long-term planning.

This approach keeps us transparent and holds us accountable to focusing resources on strategies that best serve the needs and aspirations of our community. In the coming years, we will need support and partnership from all across our community to further St. Helens' continued livability, smart growth, and prosperity. Please read the workplan, ask questions and share your input so that we can continue our progress together.

Sincerely,
Rick Scholl, Mayor



GOAL AREA ONE: Effective and Efficient Organization



This goal area reflects our first and most important responsibility. As elected officials and public servants, it is our responsibility to honor our history and hold our City in trust for the future. We have limited resources and our citizens expect that we make the most efficient use of public funds. We strive to provide effective leadership to ensure that residents receive the most value out of every public dollar.



GOAL AREA 1 – EFFECTIVE & EFFICIENT ORGANIZATION		DEPT	DONE BY	CURRENT STATUS
Objective	Create and Maintain an Effective Organization			
Tactic	Review City Goals & Objectives to Prioritize City Projects			
Tactic	Maintain a Balanced and Sustainable Budget			
Tactic	Attend Opportunities in Professional Development			
Tactic	Review City Organizational Structure			
Project	Update Council Roles/Rules/Responsibilities	Admin	Nov 2020	In Process
Project	Update/Review Internal Organizational Chart	Admin	Nov 2020	In Process
Project	Review all Job Descriptions for FLSA Updates	Admin	Dec 2020	In Process
Project	Create On/Off Boarding Process for Internal Employees	Admin	COMPLETED	COMPLETED
Project	Create On/Off Boarding Process for Council/Commissioners	Admin	Nov 2020	In Process
Project	Review Rules/Roles for City Commissions and Boards	Admin	Nov 2020	In Process
Tactic	Attend Regional Meetings and Represent the Community			
Objective	Recruit and Retain Talented Staff			
Tactic	Review Wage & Benefits with Comparable Cities			
Project	Update Personnel & IT Policies	Admin	Sept 2020	In Process



GOAL AREA 1 – EFFECTIVE & EFFICIENT ORGANIZATION		DEPT	DONE BY	CURRENT STATUS
<u>Objective</u>	<u>Maintain a Professional and Effective City Council</u>			
Tactic	Provide Support and Guidance for Commissions			
Project	Review Job Descriptions to Provide Support for Commissions	Admin	COMPLETED	COMPLETED
Project	Review Rules/Roles for City Commissions	Admin	Nov 2020	In Process
Tactic	Attend Opportunities in Professional Development Trainings			
Project	Media Training for Council and Commissions	Admin	Dec 2020	In Process



GOAL AREA TWO: Community and Civic Engagement



In this goal we outline how we will support and promote opportunities for community engagement. We strive to build a sense of community and preserve our small-town feel. This goal prioritizes open and accountable city government through effective communication to foster active citizen participation. The relationships with other local and regional jurisdictions, state and federal partners is critically important to the quality of life in our community. This goal recognizes that we can't do it alone: engaged community members and strong partners are key to success.



GOAL AREA 2 – COMMUNITY AND CIVIC ENGAGEMENT		DEPT	DONE BY	CURRENT STATUS
<u>Objective</u>	<u>Be Responsive to Community Needs</u>			
<u>Objective</u>	<u>Expand Communication Efforts</u>			
Tactic	Encourage & Build Collaboration with Organizations			
Project	Explore Video Communication Channel	Admin	Dec 2020	In Process
Project	Create a Strategic Communications Plan	Admin	June 2021	In Process
<u>Objective</u>	<u>Expand Civic Participation</u>			
Tactic	Explore Opportunities to Enhance Civic Participation			
Project	Recreation Community Meeting Nights	Rec	Dec 2021	In Process
Project	2020 Community Survey	Admin	COMPLETED	COMPLETED



GOAL AREA THREE: Livable and Safe Community



Our primary duty is to the people we serve. This goal area focuses on the needs of a growing community. It guides how we grow by addressing infrastructure needs, including upgrades, modernization, and replacement of existing structures that we all depend on. Public Safety is a key objective that directly relates to our city's livability. It is critical that we partner with the community to ensure public safety and infrastructure systems that can meet community needs well into the future.



GOAL AREA 3 – LIVABLE AND SAFE COMMUNITY		DEPT	DONE BY	CURRENT STATUS
Objective	Create and Maintain a Safe Community			
Tactic	Improve Safety throughout the Community			
Project	North Vernonia Sidewalk Installation	PW	July 2021	In Process
Project	5 th Street Trail Grant Project	Planning	COMPLETED	COMPLETED
Project	Safe Routes to School – Col. Blvd. from Gable-Sykes Grant Project	PW	Dec 2021	In Process
Project	Develop/Improve Internal Police Operations	PD	Jun 2021	In Process
Project	Decrease Crime Incidents by 5%	PD	Jun 2021	In Process
Project	Increase Traffic Safety and Reduce Traffic Accidents by 5%	PD	Jun 2021	In Process



GOAL AREA 3 – LIVABLE AND SAFE COMMUNITY		DEPT	DONE BY	CURRENT STATUS
Objective	<u>Maintain Safe and Inviting Public Services and Facilities</u>			
Tactic	Improve Public Services and Facilities			
<i>Project</i>	<i>Build/Create a Financially Stable Rec Program</i>	Rec	Dec 2021	In Process
<i>Project</i>	<i>Campbell Park Improvement Grant Project</i>	PW	Dec 2021	In Process
<i>Project</i>	<i>Godfrey Park Improvement Project – New Installations</i>	PW	July 2021	In Process
<i>Project</i>	<i>McCormick Park Improvement Project – New Installations</i>	PW	Dec 2021	In Process
<i>Project</i>	<i>Gable Road Improvement Project – Sidewalk & Widening</i>	PW	COMPLETED	COMPLETED
<i>Project</i>	<i>Creation of a Makerspace Lab</i>	Library	Sept 2020	In Process
<i>Project</i>	<i>Columbia Center Improvements – Building Updates</i>	Library	COMPLETED	COMPLETED
<i>Project</i>	<i>Replace Steel Water Mains – Tualatin, Little, N. 11th</i>	PW	July 2021	In Process
<i>Project</i>	<i>Water Main Replacement – N. 7th, N. 9th, N. 11th</i>	PW	COMPLETED	COMPLETED
<i>Project</i>	<i>Gable/Old Portland Rd. – Hwy 30/Milton Creek Bridge</i>	PW	Aug 2021	In Process
<i>Project</i>	<i>Utility Billing & Court Building Improvement - Facade</i>	Admin	Aug 2021	In Process
<i>Project</i>	<i>CDBG Grant - Columbia Pacific Food Bank Building Renovation</i>	Planning	Mar 2021	In Process



GOAL AREA FOUR: Economic Development



This goal area seeks to build a solid economic foundation for a strong, diverse, and sustainable local economy. Objectives in this area focus on streamlining the permitting process and internal capacity while preparing for new businesses to locate here. The focus is on taking advantage of our outstanding location in the region and our relationship with the Columbia River. We are on the cusp of a riverfront revival and are putting systems in place to promote and encourage development of the Riverfront area as a vibrant, accessible economic center and destination for residents and tourists.



GOAL AREA 4 – ECONOMIC DEVELOPMENT		DEPT	DONE BY	CURRENT STATUS
<u>Objective</u>	<u>Develop Policies and Programs to Promote Economic Development</u>			
Tactic	Review City Policies and Program to Promote Economic Development			
Project	Update Business License Codes/Rules/Forms	Finance	Oct 2020	In Process
Project	Update Website for Businesses (Current and New)	Finance	COMPLETED	COMPLETED
Project	Code Amendment – Housing / State Mandates	Planning	June 2021	In Process
Project	E-Permitting Installation	Building	Sept 2020	In Process
Project	Digitized Aerial Imaging	Public Works	July 2021	In Process
Project	City Operated Utility – Fiber Connection	Admin	June 2021	In Process
Tactic	Review Process throughout Community Development			
<u>Objective</u>	<u>Develop City Owned Property for Development</u>			
Tactic	Create an Industrial Park Development Plan			
Project	Industrial Park - 1 - ACSP Partition	Community Dev.	COMPLETED	COMPLETED
Project	Industrial Park - 2 - Overall Master Plan	Community Dev.	Sept 2020	In Process
Project	Industrial Park - 2 – Marketing IGA with Port	Community Dev.	COMPLETED	COMPLETED
Project	Industrial Park - 2 - Topography Study	Community Dev.	TBD	Not Started



GOAL AREA 4 – ECONOMIC DEVELOPMENT		DEPT	DONE BY	CURRENT STATUS
Objective	<u>Develop City Owned Property for Development</u>			
Tactic	Create an Industrial Park Development Plan			
Project	Industrial Park - 3 - PGE Substation Planning	Community Dev.	TBD	Not Started
Project	Industrial Park - 4 - Site Preparation	Community Dev.	TBD	Not Started
Project	Industrial Park - 5 - Potential Park Creation	Community Dev.	TBD	Not Started
Tactic	Create a Central Waterfront Development Plan			
Project	Central Waterfront - 1 - Lagoon Study - Phase 1 Study/Outreach	Admin	Sept 2020	In Process
Project	Central Waterfront - 2 - Lagoon Study - Phase 2 Study/Outreach	Admin	TBD	Not Started
Project	Central Waterfront - 3 - New WWTP Feasibility Study	Community Dev.	TBD	Not Started
Project	Central Waterfront - 4 - Frogmore Trestle Planning	Community Dev.	TBD	Not Started
Tactic	Create a Riverfront District for Development Plan			
Project	Riverfront - 1 - Topography Study	Community Dev.	TBD	Not Started
Project	Riverfront - 2 - Geotech Study	Community Dev.	TBD	Not Started
Project:	Riverfront - 3 - Subdivide Parcels & Create Right-of-Way	Community Dev.	TBD	Not Started
Project:	Riverfront - 4 - Boardwalk Design/Construction	Community Dev.	TBD	Not Started
Project:	Riverfront - 4 - Infrastructure Design	Community Dev.	TBD	Not Started
Project:	Riverfront - 4 - Columbia View Park Expansion	Community Dev.	TBD	Not Started
Project:	Riverfront - 5 - Infrastructure Financing Plan	Community Dev.	TBD	In Process



GOAL AREA 4 – ECONOMIC DEVELOPMENT		DEPT	DONE BY	CURRENT STATUS
<u>Objective</u>	<u>Develop City Owned Property for Development</u>			
Tactic	Create a Riverfront District for Development Plan			
Project:	Riverfront - 5 - Return on Investment Study	Community Dev.	TBD	Not Started
Project:	Riverfront - 5 - Marketing Materials for Developers	Community Dev.	TBD	Not Started
Project:	Riverfront - 6 - Development Solicitation RFP/RFQ	Community Dev.	TBD	Not Started
Project:	Riverfront - 7 - Infrastructure Construction	Community Dev.	TBD	Not Started
Project:	Riverfront - 8 - Development Agreements for Parcels	Community Dev.	TBD	Not Started
Tactic:	Review City-Owned Property for Development			
Project:	Identify Properties for Potential Re-Development	Admin	Sept 2020	In Process
Project:	Clean up Property Lines on N. 10 th /11 th Street Bluff	Planning	June 2022	Not Started
Project:	Grey Cliffs In-Water Facility Planning	Planning	Dec 2021	In Process
<u>Objective:</u>	<u>Develop Urban Renewal Agency for Economic Development</u>			
Tactic:	Create and Maintain Urban Renewal Agency			
Project:	Update Financial Model for URA	Planning	COMPLETED	COMPLETED



GOAL AREA FIVE: Long-Term Planning



This approach keeps us transparent and holds us accountable for focusing resources on strategies that best serve the needs and aspirations of our community. As we grow, we recognize that planning, maintenance, and strong internal systems are key components to a successful and thriving community.



GOAL AREA 5 – LONG TERM PLANNING		DEPT	DONE BY	CURRENT STATUS
<u>Objective</u>	<u>Maintain Effective Master Plans and Facility Plans</u>			
Tactic	Create and Maintain Enterprise Master Plans			
Project	Update Sewer Master Plan	Public Works	Dec 2021	In Progress
Project	Update Storm Master Plan	Public Works	Dec 2021	In Progress
Project	Update Water Master Plan	Public Works	Dec 2022	Not Started
Project	Update Parks Master Plan	Planning	Dec 2021	Not Started
Project	Police Facility Plan	Admin	Dec 2020	In Process
<u>Objective</u>	<u>Maintain Reserves for Major Equipment Replacement</u>			
Tactic	Build and Maintain IT Infrastructure for City Operations			
Project	IT Infrastructure Upgrades at all City Facilities	Finance	Jun 2021	In Process
<u>Objective</u>	<u>Maintain City Municipal Code to Guide/Enforce City Policy</u>			
Tactic	Identify Potential Changes/Updates to Municipal City Code			
Project	Flood and Accessory Structures Code Amendments	Planning	Dec 2020	In Process
Project	Floating Structure Code Amendments	Building	TBD	In Process
Project	Building Code Enforcement Process Review	Building	TBD	In Process



FUTURE IDENTIFIED PROJECTS

FUTURE IDENTIFIED PROJECTS		DEPT	ESTIMATE COST
Project	Increase Open Hours for Public Library	Library	Unknown
Project	Build a Program for Elimination of Overdue Fines	Library	Unknown
Project	Build a Program for Free Library Cards for all Students	Library	Unknown
Project	Build a Program for Free Library Cards for all Educators	Library	Unknown
Project	Library Facility Master Planning	Library	\$50,000
Project	Courier Service Between Columbia County Libraries	Library	Unknown
Project	City Hall Facility Master Planning	Admin	\$50,000
Project	City Operated Utility – Fiber Connection	Admin	Unknown
Project	Police Station Bond Campaign	Admin	Unknown
Project	Records Retention – Implementation	Planning	Unknown
Project	Planning Pamphlets Update	Planning	\$1,000
Project	Code Amendments – Food Carts / Truck Rules	Planning	Unknown
Project	Install Millard Rd. Entry Sign	Planning	Unknown



FUTURE IDENTIFIED PROJECTS		DEPT	ESTIMATE COST
Project	<i>N. 7th/N. 8th Drainage Improvements</i>	Public Works	\$200,000
Project	<i>Install Liner in 48" Lagoon Bypass Line</i>	Public Works	\$120,000
Project	<i>N. 4th St. Storm Extension</i>	Public Works	\$500,000
Project	<i>Columbia Boulevard Storm</i>	Public Works	\$400,000
Project	<i>1st St. & Columbia Blvd Intersection Improvements</i>	Public Works	\$500,000
Project	<i>Extend S. 1st Street to Wyeth</i>	Public Works	\$250,000
Project	<i>Deer Island Road Improvements</i>	Public Works	\$1,500,000
Project	<i>S. 12th Street Improvements</i>	Public Works	\$750,000
Project	<i>Sykes Rd. Improvements</i>	Public Works	\$2,500,000
Project	<i>N. Vernonia Rd. Widening</i>	Public Works	\$750,000
Project	<i>Columbia Boulevard Bulb Outs</i>	Public Works	\$3,500,000
Project	<i>Columbia Boulevard Gateway</i>	Public Works	\$500,000
Project	<i>McCormick Park Frontage Sidewalks</i>	Public Works	\$75,000
Project	<i>Columbia Blvd. Sidewalks</i>	Public Works	\$1,750,000
Project	<i>Sykes Rd. Sidewalks</i>	Public Works	\$300,000
Project	<i>Upgrade Intersection at Plymouth & Old Portland Rd.</i>	Public Works	\$2,000,000



FUTURE IDENTIFIED PROJECTS		DEPT	ESTIMATE COST
Project	Old Portland Rd. & S. 18 th Roundabout	Public Works	\$2,000,000
Project	Old Portland Rd. & Port Ave. Reconfiguration	Public Works	\$1,000,000
Project	Aubuchon Sidewalks	Public Works	\$250,000
Project	Milton Creek Bridge Replacement	Public Works	\$1,200,000
Project	River St. to S. 2 nd Roadway Extension	Public Works	\$500,000
Project	Bradley, Park & S. 13 th Street Waterline Replacements	Public Works	\$300,000
Project	New 4MG Reservoir and Transmission Main	Public Works	\$10,000,000
Project	Increase Capacity at Water Filtration Facility	Public Works	\$2,000,000
Project	Relocate WWTP	Public Works	Unknown
Project	Develop Incentive Program to Remove Storm Sump Pumps	Public Works	\$100,000
Project	Resolve Five-Property Party Line on S. 20 th Street	Public Works	\$200,000
Project	Relocate Pump Station #11	Public Works	\$1,500,000
Project	Upsize Pump Station #4	Public Works	\$600,000
Project	Upsize South Trunk Sewer	Public Works	\$1,500,000
Project	Interceptor Trunk Main Upgrades	Public Works	\$250,000



FUTURE IDENTIFIED PROJECTS		DEPT	ESTIMATE COST
Project	Middle Trunk Sanitary Upgrades	Public Works	Unknown
Project	Install Floating Pier for Fishing & Non-Motorized Boat Launch	Public Works	\$75,000
Project	New Restrooms at Heinie Heumann Park	Public Works	\$150,000
Project	New Restrooms at Civic Pride Park	Public Works	\$150,000
Project	New Restrooms at 6 th Street Park	Public Works	\$150,000
Project	McCormick Park Softball Field Improvements	Public Works	Unknown
Project	Public Works Facility Master Planning	Public Works	\$35,000
Project	Seismic Upgrades – Milton Creek at Pittsburg Rd. Bridge	Public Works	Unknown